

**COUNTY OF SAN LUIS OBISPO BOARD OF SUPERVISORS  
AGENDA ITEM TRANSMITTAL**

(1) DEPARTMENT Human Resources	(2) MEETING DATE 5/6/2014	(3) CONTACT/PHONE Tami Douglas-Schatz 781-5959	
(4) SUBJECT Request to approve a fixed-fee, three-year contract with The Centre for Organization Effectiveness in the amount of \$365,000 for the first year, for employee development and consultant services. All Districts.			
(5) RECOMMENDED ACTION It is recommended that the Board approve and direct the Chair to sign a fixed-fee, three-year contract with The Centre for Organization Effectiveness effective May 6, 2014 – May 5, 2017 in the amount of \$365,000 for the first year, for employee development and consultant services.			
(6) FUNDING SOURCE(S) General Fund FC 275- Organizational Development	(7) CURRENT YEAR FINANCIAL IMPACT \$60,000	(8) ANNUAL FINANCIAL IMPACT Year 1: \$365,000 Year 2: \$250,000 Year 3: \$250,000	(9) BUDGETED? Yes
(10) AGENDA PLACEMENT <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Presentation <input type="checkbox"/> Hearing (Time Est. ____ ) <input type="checkbox"/> Board Business (Time Est. ____ )			
(11) EXECUTED DOCUMENTS <input type="checkbox"/> Resolutions <input checked="" type="checkbox"/> Contracts <input type="checkbox"/> Ordinances <input type="checkbox"/> N/A			
(12) OUTLINE AGREEMENT REQUISITION NUMBER (OAR)  19001400		(13) BUDGET ADJUSTMENT REQUIRED? BAR ID Number: <input type="checkbox"/> 4/5 Vote Required <input checked="" type="checkbox"/> N/A	
(14) LOCATION MAP N/A	(15) BUSINESS IMPACT STATEMENT?		(16) AGENDA ITEM HISTORY <input checked="" type="checkbox"/> N/A    Date: _____
(17) ADMINISTRATIVE OFFICE REVIEW  Reviewed by Leslie Brown			
(18) SUPERVISOR DISTRICT(S) All Districts			

# County of San Luis Obispo



TO: Board of Supervisors

FROM: Human Resources / Tami Douglas-Schatz  
781-5959

DATE: 5/6/2014

SUBJECT: Request to approve a fixed fee three-year contract with The Centre for Organization Effectiveness in the amount of \$365,000 for the first year, for employee development and consultant services. All Districts.

## **RECOMMENDATION**

It is recommended that the Board approve and direct the Chair to sign a fixed-fee three-year contract with The Centre for Organization Effectiveness effective May 6, 2014 – May 5, 2017 in the amount of \$365,000 for the first year, for employee development and consultant services.

## **DISCUSSION**

### **Background**

The County is committed to providing training to its employees that promotes public service excellence in alignment with the County's Organizational Values of Integrity, Collaboration, Professionalism, Accountability and Responsiveness. In support of this initiative, the Employee University Advisory Committee was re-established in December 2009 to create a new vision and mission for the Employee University and to identify and establish its future priorities and goals. In FY 2010 - 2011 the County contracted with Santa Barbara County to provide training. While this group aided with our training needs, the County is now preparing for succession planning and our ability to train the next generation of employees and leaders which requires more resources from a vendor. With professional development, this new generation, and succession planning in mind in October 2013 the Human Resources Department issued a new Request for Proposal (RFP) to evaluate potential vendors. As a result of that competitive process, The Centre for Organization Effectiveness was recommended by the project selection committee and approved by the Employee University Advisory Committee. Contract negotiations have been completed. The Centre for Organization Effectiveness offers an innovative and exciting "one-stop shop" concept, including leadership development, organizational development, and specialized training programs to public sector agencies. Their vision is to inspire excellence in leaders and the organization through academies, forums, and seminars, facilitations and consulting services. The Centre was established in 1993 under the City of San Diego, and recreated in 2001 as a California Joint Powers Authority by the City of San Diego and the San Diego County Water Authority. The Centre has been working within the local government environment for the last 20 years.

### **The Employee Development Initiative**

The Centre for Organizational Effectiveness will develop and deliver customized, comprehensive training and development programs for staff. Key deliverables include a County-wide Needs Assessment and Engagement Survey which will serve as the basis for the curriculum, and provide return on investment measures. After evaluating the survey results the Centre's staff will obtain input from executive staff, and develop the following initiatives:

- The Executive launch
- START Academy (2-day supervisory readiness academy) 30 participants per cohort
- 5 day Supervisory Academy – 30 participants per cohort

- 6 day Manager Academy - 30 participants per cohort
- Targeted training topics for all employees provided throughout the fiscal year

Each Training Academy will be held twice per fiscal year; once in the fall and again in the spring. The Centre will also provide consulting, advising, strategy sessions, coordination, as well as ongoing program modification and evaluation to Human Resources. It is anticipated that over 560 employees will experience training from The Centre in FY 2014-15.

This schedule and curriculum will be repeated in year two and year three, with the Executive Team continuing to receive teambuilding and coaching as needed.

The Centre for Organization Effectiveness is highly qualified to provide customized curriculum that addresses the challenges and issues facing local government. They have a well-developed strategic training program and provide consulting services to several local counties. The project team will consist of The Centre Executive Director, the Program Facilitator, the Training Coordinator, Business Manager, and the instructors for each of the program sessions. The Centre has long-standing successful working relationships with each of the instructors that will be selected. The overall project team has the depth and capacity to meet our needs. Under this contract, The Centre will develop a series of academies which will address the areas prioritized by the Employee University Advisory Committee and other key County leaders. The courses provided by The Centre will assist employees to apply new knowledge and skills to the work environment. The training is highly interactive and will involve practical participant exercises, based on "real life" scenarios that are relevant to current trends in local government. Some of the expected deliverables and desired outcomes will include: individual trainee satisfaction, closing the gap between the supervisory and management skill levels, nut and bolts skill development and knowledge and the organization and communication of development resources to county employees. Specific return on investment measures will be developed following the analysis of the employee engagement and needs assessment survey.

The programs will be held locally which will help to avoid the expenses associated with training which might otherwise require travel outside of the County. Also, County of San Luis Obispo employees will be provided the opportunity to attend additional classes offered by The Centre based upon the feedback gathered by the Employee Engagement Survey.

#### **OTHER AGENCY INVOLVEMENT/IMPACT**

The Administrative Office is in agreement to contract with The Centre for Organization Development to deliver the courses that have been outlined. The Employee University Advisory Committee (whose membership is comprised of representatives from the Administrative Office, Ag Commission, Auditor-Controller-Treasurer-Tax Collector-Public Administrator, Clerk-Recorder, Department of Social Services, General Services Agency, Health Agency, Library, Human Resources, Planning, Probation, Public Works, and the Sheriff's Department) also supports this contract. County Counsel has approved this contract for form and legal effect.

#### **FINANCIAL CONSIDERATIONS**

This contract provides services between The Centre for Organization Effectiveness and the County of San Luis Obispo in the budgeted amount of \$365,000 for the first year. There are expenditure savings in the FY 2013-14 budget of approximately \$56,000 which will be carried over to FY 2014-15 to add to the amount included in the recommended budget. In year two and year three the contract identifies a fixed fee for various services. The estimated costs for years two and three are \$250,000/year. Funding for this contract will be budgeted in the Organizational Development Budget Fund Center 275. The contract provides for termination if the appropriation is not approved by the Board in year two and or year three.

#### **RESULTS**

Approval of this item will allow the County to contract for services of The Centre for Organization Effectiveness to provide specialized services in the area of professional development and training for County staff and to assist the County in creating a sustainable, contemporary, efficient, professional, modernized and cost-effective training and development program. This contract will provide for the training of over 550 employees each year. The Contractor will provide the

following:

- Contractor will administer an employee engagement and needs assessment survey to all county staff. Contractor will lead focus groups and provide a summary report for the County and each Department. (year one only)
- Contractor will provide a County-wide kick off session introducing an overview of the New Employee Department Initiatives to all employees. (year one only)
- Contractor will provide Executive Program for CAO, ACAO and all Department Heads.
- Contractor will provide a 2 day "START" program-introducing the concepts of supervision. (60 staff)
- Contractor will provide 5 day Supervisory Academy (60 staff)
- Contractor will provide a 6 day Manager Academy (60 staff)
- Contractor will provide targeted trainings, 12 half day sessions. (360 staff)

The Academy and trainings offered will assist Human Resources and the County with effective succession planning and skill development for the County's next generation of leaders. Our partnership with The Centre will allow the County to utilize expert practitioners additionally, the training will further encourage an ethical work culture, reflect the County's Organizational Values and contribute to the County's vision of a well-governed community.

## **ATTACHMENTS**

1. Contract with The Centre for Organization Effectiveness